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MONTANA DEPARTMENT OF COMMERCE

Charles A. Brooke
Director

Robert A. Heffner
Chief Administrator, Economic Development

Helena, Montana
December 1990

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MONTANA DEPARTMENT OF COMMERCE

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December 1990

Montanans Interested in International Trade:

As the opportunities and needs for Montana businesses to learn about and actually take part in the global economy has continued to grow, so has the need to develop a coordinated private-public sector partnership to promote that growth.

Through the efforts of the Montana Chamber of Commerce, an initial working group of private and public sector interests involved in promoting international trade were brought together to discuss how they might more effectively communicate and coordinate their efforts.

This initial group eventually evolved into an International Trade Roundtable that now meets every few months to exchange ideas and information on international trade. Of equal importance, however, has been the preparation and publication of the attached Operating Plan for the International Trade Group.

This plan was put together through the cooperation and sponsorship of the private-public members of the International Trade Roundtable for the purpose of clearly delineating the organization and operation of Montana's current international trade efforts for the purpose of improving cooperation and coordination between the public and private sectors.

I feel this plan is an important step in coordinating Montana's limited private and public resources in the area of international trade for the purpose of helping Montana businesses gain at least an understanding and hopefully an opportunity to market their products on a global scale.

Sincerely,

A handwritten signature in dark ink, appearing to read "A. Brooke", is written over a horizontal line.

Charles A. Brooke
Director

ACKNOWLEDGEMENTS

This document--a review of the past, description of the present and plan for the immediate future of Montana's international trade programs--is a collaborative effort. Investigation, interviewing, and compilation of drafts and data from a variety of sources were performed by Professor Maureen J. Fleming and Terrence L. Kelley of the University of Montana School of Business Administration, under contract with the Montana Department of Commerce. Costs of the contract were shared among the Department, the principal sponsors and co-sponsors listed on the title page.

Design of the report, substantive information, review and editing of preliminary drafts were performed by staff of the Departments of Commerce and Agriculture, and the Governor's Office. Final editing and production was done by Business Development Division, Department of Commerce. Every stage of conception, design, drafting and review was carried out in consultation at a series of roundtable meetings with representatives of Montana's international business network: those organizations and agencies active in international trade and trade technical assistance throughout the state. Too numerous to list individually, an outline of that community is provided on pages 4-7.

The Department of Commerce and the State of Montana gratefully acknowledge support from all these sources, both in terms of funding and expert knowledge. Without it this project would not have been feasible. That collaboration and cooperation have produced not only a document, but a model of learning and accomplishment through teamwork.

Operating Plan
International Trade Group
State of Montana

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OPERATING PLAN
INTERNATIONAL TRADE GROUP
STATE OF MONTANA

INTRODUCTION

The International Trade Group (ITG) is the official export trade organization of the State of Montana. The International Trade Office (within the Department of Commerce), the International Affairs Coordinator (in the Governor's Office), complemented by staff from the Marketing Bureau of the Department of Agriculture and an International Marketing Officer from the Travel Promotion Division of the Department of Commerce constitute the ITG.

The mission of the ITG is to increase the export sales and import sourcing capabilities of Montana companies, to expand the volume of international visitors and to attract foreign investment to the state.

The function of the ITG is to identify opportunities for international trade, tourism and inward investment and to provide representation, information and technical assistance to help Montana companies exploit those opportunities.

The ITG serves mainly small and medium size firms with information and technical assistance. In its representative capacity, the ITG acts in a government-to-government ambassadorial role for the commodities sectors and for large enterprises. The ITG provides cross-cultural and technical guidance, information and representation to facilitate private business transactions. However, the International Trade Group neither negotiates, endorses nor closes business transactions. Those functions are the responsibilities of the private parties engaged in international business.

The ITG can neither perform its functions nor accomplish its mission in isolation from a broader and more informal international business network (IBN). That network consists, generally, of public, public/private and private organizations that serve Montana's international business community. Key elements of the network are federal institutions such as the Small Business Administration and the U.S. and Foreign Commercial Service of the U.S. Department of Commerce; state institutions such as the International Business Program at Montana State University; local institutions such as trade authorities, trade ports and foreign trade zones; public-private partnerships such as local development organizations; and private entities with broad economic development interests such as the Montana Chamber of Commerce and the state's major utilities companies.

Given the ITG's interdependence with this network, and given the pivotal role of government in establishing and nurturing foreign trading relationships, the International Trade Group recognizes its duty to provide leadership in export trade development as well as to encourage communication, coordination and integration among the participants in Montana's international business network.

This Operating Plan is intended to provide a summary of current policies and plans for the guidance of the ITG staff and their clientele; a framework for coordination with the international business network; a means of communication with the ITG's wider constituency--the Montana taxpayers and their legislature; and finally, a basis for long-term strategic planning. This plan will be an evolving document. It will be reviewed and revised frequently, as the ITG itself is refined and redirected over time.

The Operating Plan that follows is organized under three headings: **Description, Aims, and Issues.**

The **Description** section outlines the history, funding, offices, and staffing of the program. It also delineates the ITG's services, policies and priorities as well as its coordination with external resources.

The **Aims** section summarizes the ITG's general objectives for the coming biennium, detailing program changes planned or already underway and the results that these changes are intended to achieve.

The **Issues** section reflects consultation with the international business network. It presents suggestions for long-term program changes that will require resources, agreements or research not presently available.

INTERNATIONAL TRADE GROUP OPERATING PLAN

I. DESCRIPTION

A. BRIEF HISTORY AND STATUS

1. Staff and Offices

The Departments of Agriculture and Commerce of the State of Montana have had staff working in the area of international exporting since 1983. The Montana Wheat and Barley Committee (attached to the Department of Agriculture) has been promoting exports of commodity grains since 1967. However, the start of the International Trade Group (ITG) as such can best be dated from the large expansion of trade resources that occurred in June, 1988, when the Legislature authorized a Pacific Rim trade program to establish overseas trade offices in Tokyo and Taipei.

Two International Trade Officers (within the Department of Commerce), the International Affairs Coordinator (in the Governor's Office), and three full-time contract employees in the Tokyo, Kumamoto and Taipei Trade Offices form the core of the International Trade Group. Both the Montana Promotion Division of the Department of Commerce and the Growth Through Agriculture Program of the Department of Agriculture provide significant funding to the overseas trade offices. Federal funds from the U.S. Small Business Administration support one of the two domestic Trade Officer positions. In addition, the Montana Promotion Division and the Marketing Bureau of the Department of Agriculture provide a full-time employee each to promote international tourism and the export of agricultural and food products.

The International Trade Officers of the Department of Commerce act as a bridge between foreign markets and Montana enterprises. Their primary goal is to increase export sales for the state's manufacturing and processed foods sectors.

The International Affairs Coordinator (IAC) is the official government protocol officer for the State of Montana. The principal functions of the IAC are handling diplomatic affairs, hosting foreign visitors, and arranging the logistics for overseas trade missions, as well as dealing with educational, cultural, governmental and professional exchange programs.

2. Trade Results

The International Trade Group has been effective in its mission to expand export sales, tourism and inward investment with limited staffing and funding. The best available figures indicate that Montana's agricultural and merchandise exports to the world totaled over \$773.4 million in 1989. About 40% of the total figure went to Pacific Rim countries. Approximately 67% of Montana's total wheat production goes to the Pacific Rim alone. By individual

country, Japan and Canada vie for lead position, with Japan the larger importer of Montana merchandise in 1987 and 1988, and Canada taking the lead position in 1989. Montana's agricultural exports increased from \$222.5 million in 1986 to \$427.0 million in 1989, while merchandise exports grew from \$286.5 million in 1987 to \$346.4 million in 1989.¹

3. Recent Program Changes and Initiatives

Since the 51st legislative session in 1989, important organizational and staffing changes have been made within the International Trade Group. The Commerce Department's Tokyo office has been relocated to cut costs and provide easier client access. A new office in the Japanese prefecture of Kumamoto has been opened to attend to the growing needs of our sister-state relationship with Kumamoto and to expand that relationship into the arena of active trade development.

a. Trade Office, Department of Commerce

The International Trade Office, within the Department of Commerce, commissioned the International Business Program at Montana State University to conduct an exhaustive survey of Montana businesses that are engaged in exporting. As of this writing, 186 businesses indicated they will participate in the survey, which will be used to construct a permanent database for future business and strategic planning. In addition, volunteer committees, under the International Business Program's direction, are preparing a set of five-year trade development plans targeted by industrial sector.

The feasibility of establishing part-time trade consultant representation in Southeast Asia and Korea is under study by Trade Office staff. In addition, Commerce Department staff have traveled to Calgary to prepare a feasibility study and plan for permanent trade representation in the province of Alberta.

¹(a) Merchandise exports (\$346.4 million, 1989) and country distribution of exports from: Exports by State of Origin of Movement [database], Massachusetts Institute for Social and Economic Research (MISER), University of Massachusetts, Amherst, MA. MISER's state export figures are based on the U.S. Bureau of the Census, Foreign Trade Division state export data tapes.

(b) Agriculture exports from: U.S. Dept. of Agriculture, Economic Research Service, Foreign Agricultural Trade of the U.S., March/April 1989. Updated wheat export figures provided by Montana Agricultural Statistics Service, Helena, MT. Total agricultural exports for 1989 (\$427.0 million) estimated from wheat export figures (\$338.2 million, 1989) provided by Montana Agricultural Statistics Service and Montana Wheat and Barley Committee, divided by average ratio of wheat to other exports (79.2%, 1986-1988), from Foreign Agricultural Trade of the U.S.

b. Governor's Office

The International Affairs Coordinator (IAC) position within the Governor's Office was established in July, 1990. The IAC publishes a quarterly international newsletter, *Montana Global*. Prepared in conjunction with the International Business Program at Montana State University, *Montana Global* will be distributed to the international business network and to Montana businesses. The newsletter will provide information on export accomplishments and opportunities, schedules of international events as well as educational and cultural exchanges, and educational articles about the conduct of international business.

c. Marketing Bureau, Department of Agriculture

An International Marketing Specialist has been employed by the Montana Department of Agriculture. That department, in conjunction with the Western United States Agricultural Association (WUSATA), is also seeking a marketing consultant to promote Western states' food products in Singapore and Malaysia. The Department of Commerce and the Department of Agriculture sponsored two governor's trade missions to the Orient and one to Canada in FY 1990. Both departments also organized the attendance of Montana companies at trade shows in Calgary and Edmonton as well as SBA's "Export Expo '90" and the International Goodwill Games in Seattle.

d. Montana Promotion Division, Department of Commerce

The Montana Promotion Division (MPD) aggressively promotes Montana as a destination to the international travel trade with emphasis on Canada, Germany, the United Kingdom, Japan and Taiwan. The MPD works with key tour operators, wholesalers and travel agencies to establish new Montana itineraries and assists Montana suppliers in their marketing efforts overseas. A travel lead distribution system helps the Montana travel and tourist industry capture a greater portion of the international tourist market.

MPD's promotion program includes representation at key international travel trade shows, trade missions, familiarization tours, advertising, direct mail campaigns, brochure distribution, and direct sales calls on tour operators and wholesalers. The MPD also promotes the state through travel trade publications, consumer travel publications, educational programs and the general news media. Printed media and video presentations are adapted to the languages and television transmission systems of targeted countries.

The MPD continually researches the availability of "niche" markets and other tourism opportunities. Based on the findings of that research, the MPD targets the best prospects for familiarization (FAM) tours to Montana. FAM tours allow international travel and tour operators to visit Montana, to meet members of the Montana travel and tourism industry and to better understand the mechanics of designing new itineraries in Montana. The MPD has increased the number of familiarization tours to Montana from Taiwan and Tokyo and has arranged the first commercially available tours from Taiwan to Montana. The MPD entered the European market 18 months ago and continues to expand its marketing efforts.

The division sees a need for accurate data on the numbers of travelers to the state, their destination and expenditure patterns. The only data currently available, compiled by the U.S. Department of Commerce, are inadequate for state-level planning. The division will work with university agencies to produce the needed information, which will be used in planning marketing strategy and the infrastructure of the tourism industry.

4. Strategic Transition, Network and Network Roles

Recent, rapid growth in export volume and interest in exporting dictate that Montana's international trade development must change from a start-up, ad hoc effort to an on-going, strategically targeted and coordinated campaign. The International Trade Group intends to play a leading role in the transition from a reactive to a proactive trade development stance. However, change is not accomplished easily. The task will impact, and must include, all participants in Montana's international business community.

That community can be outlined as follows:

I. International Trade Group, State of Montana

A. Department of Commerce

1. International Trade Office
 - a. Pacific Rim Trade Officer
 - b. Western Trade Officer
 - c. Foreign Trade Officers - Tokyo, Kumamoto, Taipei, Canada (pending)
2. Montana Promotion Division
 - a. International Marketing Specialist

B. Governor's Office

- a. International Affairs Coordinator

C. Department of Agriculture

1. Marketing Bureau (3 persons, 1/3 FTE each)
2. Wheat & Barley Commission (private - administratively attached)

II. International Business Network (IBN)

A. Federal

1. Small Business Administration
2. United States Department of Commerce
 - Foreign and Commercial Service

B. State

1. Montana State University
 - International Business Program
 - a. Sectoral Planning Committees
2. University of Montana Mansfield Center
3. Commerce Department - Business Development Division/ Small Business Development Centers
 - business consulting and training officers

- C. Local
 - 1. Trade Ports
 - 2. Trade Authorities
 - 3. Foreign Trade Zones
- D. Public-Private
 - a. Local Development Organizations
- E. Private Nonprofit
 - 1. Montana Chamber of Commerce (state)
 - 2. Chambers of Commerce (local)
 - 3. Utilities
 - 4. Trade associations and business organizations
(eg., Montana Ambassadors)

III. Private, for-Profit businesses served by the ITG and the network

- A. Trade services: export trading companies, brokers, lawyers, bankers, consultants
- B. Producers (manufacturing, agriculture, tourism)
- C. Transport companies

Transition will require the definition of roles, boundaries, responsibilities and accountability, and will also require the redirection of scarce resources. It may be necessary to institutionalize certain offices or functions, establishing them as permanent positions within the ITG. Communication--within the ITG and the network, as well as with clients and constituents--will be a key component. Additionally, within the program and the network there must be agreement on strategic principles, and on constraints acting on those principles.

5. Strengths and Weaknesses

As a first step toward coordinated strategic action, we must recognize that all of us are constrained by Montana's strengths and weaknesses with respect to export trade.

- a. Strengths
 - 1. WORKFORCE: Montana's workforce has been ranked among the top five in the nation for three consecutive years by the Corporation for Enterprise Development.
 - 2. AMENITIES: Montana's clean air, clean water, open spaces, magnificent recreation and scenic beauty are attributes of increasing value in the world market.

3. COSTS: Land, labor and utilities costs are low. Taxes are moderate, and low compared to Europe, Canada and some Oriental countries.
4. RESPONSIVENESS: The state's small population and rural character mean easy access for the business community to key local and state government officials. Montana's many small, adaptive and innovative companies are able to respond quickly to world market changes.
4. RESOURCES: Abundant natural resources offer the opportunity to develop industries that process and finish these resources.
5. IMAGE: Montana's image (where any image at all is present) is that of a pristine environment, coupled with an Old West work ethic.
6. GEOGRAPHIC LOCATION: Montana has relatively good transportation access to Pacific Rim ports and Canada.
7. EXPERTISE: Montana attracts people who live here because they love living here. As a result there are a surprising number of professionals experienced in trade who are willing to volunteer their efforts, or to work at or below market salaries, for the state's common good.

b. Weaknesses

1. SMALL SCALE: Most firms, despite their other strengths, cannot individually afford specialized export staff, foreign representation and travel or international trade information systems. Additionally, much of the established foreign trade is conducted in high unit volumes that are beyond the capacity of the typical Montana firm.
2. ABSENCE OF INFRASTRUCTURE: Montana lacks the physical and social infrastructure to attract or support some kinds of large scale, labor-intensive foreign investment (such as assembly plants). Limited air service, particularly the absence of "gateway" airports for direct foreign flights, is a severe constraint for both the tourism and manufacturing industries.
3. LOW POPULATION AND GEOGRAPHICAL REMOTENESS: Relative to the Midwest, Montana is well positioned for bulk transport of goods to the Orient. Still, Montana's sparse population and distance from major U.S. cities makes the state an unlikely choice for either headquarters facilities or production facilities that require immediate access to major markets.

4. POOR NAME RECOGNITION: The state's image, when known, is positive. But Montana is a complete unknown to the vast majority of foreign buyers and tourists. (The major exception is in world grain commodity markets, where Montana is well-established as a major, top-quality producer.)
5. LACK OF FINANCIAL RESOURCES: Montana lacks the tax base to mount large campaigns to overcome its image problem, to instantly cure its infrastructure shortcomings, or to provide full-featured international export assistance in all the world's major markets. Nor can Montana effectively compete with large industrial states in offering tax concessions to recruit large foreign firms.
6. INEXPERIENCE: Less than 1% of Montana's business firms--and less than 10% of our manufacturers--have experience in foreign trade. With some notable exceptions, the export banking and other service industries for conducting foreign trade are equally underdeveloped.
7. PAROCHIALISM: Montana is a large, rural state with few cities. The conservative nature of the population sometimes manifests itself as resistance to rapid change, or to accommodating foreign customs.

6. Strategic Agreements

In addition to recognizing strengths and weaknesses, it is vitally important for all participants to agree that:

- a. we share common goals (the expansion of international trade, tourism and investment through the efficient application of scarce resources);
- b. achieving these goals will require, above all, continuity of leadership, consistency in policy, and constant communication;
- c. strategic planning is a long-term endeavor, in which this operating plan is only the first step; and,
- d. state government can create an effective International Trade Group only by working in concert with the overall international business network.

B. OPERATING PRIORITIES AND STRATEGIES

1. Regional Priorities and Strategies

During its first two years, the ITG developed a set of operating priorities and strategies that can serve as a basis for further strategic

planning. The program concentrates, as a first priority, on expanding Montana's international trade in the Pacific Rim countries. This priority follows from Montana's current and future export potential with the world's major trading regions. Canada and Japan are presently, by far, our largest individual trading partners. They are now nearly equal in size of total trade with Montana. But Japan and the Pacific Rim far outstrip Canada and the rest of the world in population growth, Gross National Product (GNP), and future trading potential. Canada and Europe are, therefore, second and third in regional priority.

Following these priorities, the ITG is researching the feasibility of expanding Pacific Rim marketing activities within Southeast Asia (Singapore, Hong Kong, Malaysia and Thailand) and Korea. We also expect to establish full-time representation in Alberta by July, 1991.

The types of trade and travel activities promoted in each area differ. In the Pacific Rim countries, equal priority is given to the promotion of manufactured goods, processed food products and tourism. Assisting with inward investment and joint ventures remains a secondary function of the Pacific Rim offices.

In terms of export trade, Canada has the greatest potential as a market for processed foods and consumer merchandise. Canada is also viewed as the logical first step for many entrants into the international marketplace, since it is readily accessible and culturally similar to the United States. Another priority of the Canadian Trade Office is expected to be the facilitation of investments, expansions and joint ventures by Canadian firms in Montana, as well as by Montana firms in Canada. Montana offers investors locational advantages in costs of labor, land, utilities and taxes, as well as easy access to enormous U.S. markets. Calgary and Edmonton offer Montana entrepreneurs entry to this region's largest nearby urban market.

Western Europe is an active and growing market for the Montana travel and tourism industry. The potential for expanding trade with Eastern and Western Europe in the coming decades is large indeed. However, focus is on the Pacific Rim and Canada because of faster GNP and population growth in the Orient, Montana's relatively favorable transport ties to those regions, and the severe limitations of resources available for foreign representation.

The strategy for creating a market for Montana products, foodstuffs and tourism is likewise area-specific. For example, the ITG recognizes that business relationships with Pacific Rim partners evolve, over time, out of personal relationships. In turn, investment follows successful business relations. Therefore, the underlying market growth strategy of the ITG is based upon creating the opportunity first for cultural exchanges, then tourism, and then company-to-company export trade. The past two years' experience has proven this strategy to be correct.

A second general strategy has been to adopt a unique approach to foreign representation that is explicitly adapted to the program's limited budget resources. Instead of luxury facilities in Tokyo's diplomatic district, we've chosen a newly developing business district for Montana's trade office, at less than half the cost. Instead of following the standard practice of hiring

a retired Japanese corporate executive, Montana's Japan representative is a highly educated and ambitious young woman-- making her reputation by working with us. And instead of standing in line behind larger states seeking access to Japan's eight megalithic trading companies (Mitsubishi, Sumitomo and the like), we deliberately have built relationships with smaller, second and third tier traders. These firms welcome our business and are much better suited to deal with small Montana companies new to the market. We call it the "bicycle in Manhattan" strategy: like a bicycle messenger weaving through mid-town traffic, while all the long limousines are stalled, we get there faster at a fraction of the cost.

2. Product Marketing Strategy

Niche marketing is the specific product marketing strategy used by the ITG for its Montana clients. Specialized markets are sought in which Montana firms have a particular advantage in novelty, quality, cost or image.

The choice of product distribution channels within a country is the most critical decision in foreign marketing. Approximately 82% of Montana firms have fewer than 10 employees. Most Montana firms do not have financial resources to undertake direct marketing activities. Consequently, indirect marketing channels, through agents and wholesalers, are sought by the ITG's overseas trade offices for its clients. Indirect marketing is common during the initial stages of exporting, and is suitable for small to medium size firms and for the types and volume of products being exported by Montana companies. As noted, the ITG therefore selects highly qualified, smaller trading agencies that are more compatible with the size of Montana firms.

Large firms and large markets are also crucial to Montana's overall export development, but require a different strategic approach on the part of government. Commodity markets (grains, metallic ore and standard lumber, in order of size) are, by their very nature, well organized world markets in which trade is conducted by a few large producers or by a few large trading companies. The ITG has little to offer such large producers and traders in the way of information or technical assistance. In many cases, promotion and marketing related to commodity trade are the province of long-established and extremely effective private organizations such as the Montana Wheat and Barley Committee and the Montana Beef Council.

However, for the large corporate producers and traders, the ITG can and does provide the essential service of ambassadorial representation. Such representation, at the department director or gubernatorial level, lends to private sector negotiations the assurance of government cooperation that is often required to close a transaction, particularly in the Orient.

C. SERVICES OF THE INTERNATIONAL TRADE GROUP

The ITG performs many essential functions for Montanans who want to "go international." The first, and most important, service of the ITG is that of client screening. To enter the international marketplace, a prospective client needs management skills, financial resources, product, production

capacity, cultural sensitivity and considerable determination. Clients without these basic requirements usually will be referred to the Commerce Department's Business Development Division for help with developing their skills in the domestic market. Clients who meet the basic screening criteria are provided the following services:

1. One-on-one counseling in the mechanics of trade (financing, shipping, distribution, etc.).
2. Preliminary market surveys and market contacts by the overseas trade offices of the ITG.
3. Referrals to sources of more detailed technical, regulatory, cultural and market information.
4. Trade leads from overseas offices.
5. Information on trade shows and missions.
6. Matching and introduction to overseas distributors and agents.
7. Referrals to sources of background checks on agents, distributors and business partners.
8. Product development and marketing guidance (usually in conjunction with overseas agents).
9. Limited office use when travelling overseas: phone messages, setting appointments, occasional use of conference rooms at an hourly fee.

The ITG can act as a liaison or mediator between a client and a foreign agent or partner should a problem arise. Otherwise, the client and their foreign agent communicate directly.

It is a strongly held policy, however, that communication by Montana clients with the state's foreign trade representatives is only through the International Trade Officers in the Department of Commerce. Our foreign representatives cannot possibly respond to 250 "bosses" in Montana. Client requests to our overseas representatives therefore must be channeled through the Helena office.

It is also a strongly held policy that the State of Montana be represented only by its elected and appointed officials. Montana firms and organizations doing business abroad should carefully avoid leaving the impression that they represent or speak for the State; conversely, the State of Montana must take care to be aware of and not impinge upon on-going negotiations or transactions between private parties.

To build their personal knowledge of Montana, its government, resources and industry, it is the current policy of the ITG to bring its foreign representatives to Montana annually for familiarization tours. The ITG and

the International Affairs Coordinator also organize and host visits by foreign business people and buyers. In addition, through its trade missions, trade shows, and sponsored cultural events, the ITG promotes Montana and its resources world-wide.

D. COORDINATION WITH NETWORK

In its first years, coordination between the ITG and Montana's international business network has been, by and large, unplanned and undertaken on a case-by-case basis. However, some outlines of a working relationship have already emerged with several network participants.

The Small Business Development Center Program, with head offices at the Commerce Department in Helena and subcenters throughout the state, provides counseling and training in finance, marketing, data management and other basic business subjects to ITG clientele, and refers qualified clients to the ITG.

The Montana Wheat and Barley Committee specializes in promotion and facilitation of large scale transactions in the commodity grain markets.

The Montana Tourism Advisory Council has worked closely with the state tourism office to develop the Montana Promotion Division's international tourism plan.

Local Development Corporations (LDCs), with intimate knowledge of the capabilities of local businesses, are a vital communications link between the ITG and individual clients. Business opportunities, trade leads and information on trade shows and other promotional opportunities are broadcast to the LDCs which, in turn, channel the information to interested businesses. In reverse, the LDCs have informed the International Trade Group of the training and promotion needs of local firms, and the products they wish to export.

The U.S. Small Business Administration (SBA) is familiar with local firms and their export readiness; available financing for export trade and expansion; and programs designed to promote business overseas, such as the Matchmakers program, the Canadian trade missions, and counseling resources through SCORE, SBI, and the SBDC program.

The Montana Ambassadors' protocol committee works with the International Affairs Coordinator hosting foreign business people, diplomats and other visitors to the state.

The Montana Chamber of Commerce gave particular impetus to this plan and contributed to its preparation. The Chamber's ties to and knowledge of member firms are invaluable resources.

Montana Power and US West Communications are also contributors to this study. They have prepared industry-specific feasibility studies and are an important resource for overall economic development planning.

The University System provides training, research, hosting and protocol services. The International Business Program at Montana State University sponsored a ten-week trade seminar in 1989, and a second three-day conference in 1990. The Mansfield Center at the University of Montana has sponsored many successful cultural and educational exchanges, including Japan-Kumamoto Week, presented in cooperation with the Missoula Economic Development Corporation in October, 1990.

The U.S. & Foreign Commercial Service of the U.S. Department of Commerce serves ITG clients by providing market research and trade leads as well as background and credit checks on foreign firms.

The U.S. Travel and Tourism Administration of the U.S. Department of Commerce has assisted in providing data and informal tourism information, and in setting up business appointments for tourism missions to Japan, England, and Germany.

II. AIMS

The International Trade Group's change, from ad-hoc to permanent status and from a reactive to a proactive stance, depends upon close coordination with the international business community of Montana. The themes of the transition will be definition, continuity, coordination and efficiency.

With that in mind, the "AIMS" section presents the ITG's immediate directions and objectives. The items listed in this section will be implemented within the current biennium. The "ISSUES" section will discuss matters of longer-range strategic importance, together with suggestions from our consultation with the network which require resources, agreements or research not yet in place.

A. CLARIFY ROLES AND RESPONSIBILITIES OF ITG AND NETWORK

It has become clear in a variety of meetings among public and private sector participants that unnecessary duplication of effort and expenditure occurs in the areas of client screening, education, training and promotional efforts. Roles and responsibilities overlap. The result is duplication, information overload and decreased efficiency.

One of the principal objectives of this plan is to formally define the relationship between the ITG and its network partners. Once members define their respective areas of responsibility, appropriate accountability will be established at all lowest levels of operation. Savings in time and money can be combined with improved service.

The International Trade Group and the broader international business service network have begun and will continue to meet to further detail their respective roles.

1. Working Session Between the ITG and LDOs. Members of International Trade Group and Local Development Corporation officers will meet on a semi-annual basis with the purpose of better defining and integrating their client services. An entire working day will be devoted to the initial session.

2. Network Working Sessions. The ITG and members of the international business community intend to meet regularly to coordinate their respective roles and tasks within the international business service network.

Follow-up sessions will be held as needed, but at least quarterly, in a facilitated, round-table format. International Trade Group strategy will be updated annually based on discussions at these sessions.

B. CLIENT SCREENING AND REFERRALS

Screening of prospective clients is deemed necessary by all participants. Not all businesses have the capability to satisfy foreign markets. Many have not exploited the potential of their domestic markets.

Even when foreign export is both feasible and timely, a screening system can direct clients to the best source of expert help.

1. Questionnaire. A screening questionnaire will be prepared by the ITG, to collect standard business plan information on product, management, market and finance, as well as specific export interests and history. The questionnaire will be designed, with the advice of LDO staff and network participants, to determine a client's export readiness and the appropriate level and source of needed technical assistance.

2. Intake. Screening and advising at the local level save time and money. **Prospective** ITG clients should be referred to the network intake level, which is most logically located in the Local Development Organization offices, for initial screening. LDOs will be responsible for reviewing the history, resources, capacities and plans of potential clients--information collected in the standard screening questionnaire. Clients will then either be directly assisted by the LDO, or referred to the ITG or another appropriate resource.

3. Consulting and Referrals. Not all clients qualified at the Local Development Organization level should be referred directly to the ITG. Criteria will be established by key LDO and International Trade Group staff for directing qualified business clients to the ITG, to network experts, or to sources of assistance outside the state network. Outside assistance from Export Trading Companies, the U.S. Foreign and Commercial Service, or other non-state resources may be a better match for some clients [see Attachment 1]. Such a referral system would speed the solution of client problems and relieve some of the network's overload.

C. USE OF INTERNS WITHIN THE ITG

Academic interns are not used within the ITG as client consultants or case officers. Interns typically do not have time enough with the program to absorb the training they would need to undertake those responsibilities. However, the ITG will seek sponsorship and funding for interns to handle routine research and clerical tasks, freeing ITG staff members to concentrate on more specialized activities.

D. PREFERENTIAL MARKET ACCESS PROGRAMS

The ITG will continue to search for and take advantage of intergovernmental programs that provide preferential entry into a country's consumer market. A current example of preferential entry is the WUSATA promotion of U.S. processed foods in Southeast Asia. Preferential entry programs can provide several benefits:

1. Easier market entry.
2. Financial support.
3. Purchasing commitments.
4. Image building time.
5. A base for in-country expansion.
6. A base for out-of-country expansion.

E. MARKETING STRATEGY

The product marketing strategy of the state and its clients will focus even more aggressively on specialty areas, i.e., "niche markets." The Asian consumer market is comprised of an enormous number of small segments, each of which desires different product variations.

The transition to a proactive business position requires corresponding transitional steps in marketing strategy. Selling "off the rack" products and commodities remains viable. However, the "we sell what we make" marketing strategy should shift to "we make what you need," once general product marketing is established in a country.

Special consumer needs, i.e., "niche markets," will continue to be identified and targeted by the ITG. Such markets are captured by selectively matching consumer needs with existing products and services. Niche markets are also captured by adapting existing products or production capabilities to meet the specialized needs of foreign consumers. Most firms that are committed to long-term foreign sales follow the "adaptation" strategy. Mandatory product adaptation is often unavoidable because of foreign competitive, legal, cultural and economic environments.

F. REPORTING METHODS AND ACCOUNTABILITY

As our export activities expand, improved feedback methods are devised and implemented. The quarterly report format instituted third quarter 1990 for trade offices abroad supplies the following information:

1. Activities
 - a. Meetings and events attended by trade officers.
 - b. Updated lists of active clients.
 - c. List of client projects with number of hours spent on each.
2. Client Performance
 - a. Narrative summary of major client projects.
 - b. Summary reports of client successes.
 - c. Quantitative outcomes: export sales by clients (if known), numbers of trade leads provided to head office.
3. Program Development
 - a. List of general program activities: publicity, promotions, exhibits, new professional relationships and service capabilities.
 - b. Narrative of major program accomplishments, such as trade shows and governor's missions.
 - c. Goals, plan, strategies and issues for the next quarter.

However, it is recognized that the reporting function must remain compatible with the entrepreneurial nature of export trade. Foreign trade officers will continue to spend most of their time working with markets and clients. Formal reporting will remain a minor function.

Foreign trade offices will continue to conduct informal product sales surveys. Annual surveys of client results and client satisfaction for the trade program as a whole will be carried out by the home office. In addition, foreign distributors can provide our trade officers with pertinent product acceptance information. Data from these sources will be used in the ITG's planning and marketing activities.

G. PACIFIC RIM MARKET EXPANSION

Japan and Taiwan will serve as bases for expanding marketing activities into Southeast Asia and Korea. Singapore, Hong Kong, Bangkok and Seoul are currently being considered as sites for part-time consultant representation. However, expansion should be approached cautiously considering the constraints facing the ITG. Expansion of service outside the current offices in Japan and Taiwan will be limited to:

1. Countries that have relatively easy market entry for products Montana seeks to export.
2. Countries that have preferential agreements for importing either U.S. products or commodities.

H. NORTH AMERICAN MARKET EXPANSION - Canada

Establishment of a Canadian Trade Office in Calgary, Alberta, will be proposed to the 1991 Legislature as a major initiative of the ITG in the 1992-1993 biennium. Canada is one of Montana's two largest worldwide trading partners, will soon offer zero tariff barriers under the Free Trade Agreement, and is a receptive, low-cost and culturally similar environment for companies new to international export.

Main priorities of the future Canadian Trade Office are expected to be export of merchandise goods and processed foods, and the facilitation of investments, expansions and joint ventures by Canadian firms in Montana, as well as by Montana firms in Canada. Montana has lower labor, land, and utilities costs, a more attractive tax structure and convenient access to the U.S. consumer and industrial markets. Alberta, meanwhile, offers Montana firms entry to an urban market (Calgary and Edmonton) with a population of 1.5 million that is closer and more accessible than Seattle, Denver or Minneapolis.

I. TRAVEL AND TOURIST MARKETS

The Montana Promotion Division's European marketing has been done through a contracted agency in Brussels, targeted at German and British tourist markets. The contract expires shortly, and proposals from German and

British travel agencies will be sought. Having offices in Frankfurt and London may prove more suitable than the current arrangement for accessing tourists, tour operators and carriers in those countries.

The "Old West/cowboy" flavor of Montana will continue to be emphasized in the German and British markets. Those nations have demonstrated strong interest in the Old West culture and character. Greater emphasis will be placed on the niche marketing of golf, hunting, fishing, nature and the "wilderness adventure."

J. MONTANA WHEAT AND BARLEY COMMITTEE

The ITG will coordinate with the Montana Wheat and Barley Committee and the Montana Department of Agriculture in promotion and development of markets for wheat, barley and other grains. Funded through a producers' checkoff, the Committee is well established in the markets through U.S. Wheat Associates, U.S. Feed Grains Council and other international marketing associations. Currently attached to the Department of Agriculture for administrative purposes, a proposal to detach the Committee from the Department is currently being considered by the industry. Legislation proposing the detachment will be introduced in the 1991 legislative session.

K. PROGRAM OBJECTIVES

In addition to the general goals and activities presented as "AIMS" of the International Trade Group, the ITG has identified the items listed on the following pages as program-specific objectives for FY 92-93.

1. AGRICULTURE MARKETING OBJECTIVES

(Marketing Bureau, Agriculture Development Division)

- a. Increase the export of Montana-produced food products by 100%.
- b. Use the USDA Targeted Export Assistance program to generate export sales for 10 Montana companies.
- c. Identify distributors for 10 Montana food companies in Canada.
- d. Initiate Alberta-Montana agriculture exchange program.
- e. Promote the sale of Montana Christmas trees in Japan.
- f. Initiate Agricultural Tours program for foreign visitors.
- g. Evaluate feasibility of and, if possible, encourage malting/micro brewery development in Montana.
- h. Participate in two to three export training programs in Montana.
- i. Recruit the Republic of China on Taiwan wheat buying mission in 1991.
- j. Facilitate two shipments of Montana alfalfa hay to Japan in 1991. Determine feasibility of continued hay exports.
- k. Recruit two WUSATA processed food buying missions.
- l. Develop a system to quantify export of agricultural products from Montana.

2. TOURISM OBJECTIVES (Montana Promotion Division)

- a. Develop an accurate system to quantify the number of and revenues from international tourists visiting Montana.
- b. Have Montana itineraries featured by the top ten German and U.K. tour companies, the top five Japanese companies and the top three Taiwanese companies.
- c. Attend three international trade shows in FY92 and four in FY93.
- d. Conduct four major operator FAM tours in FY92 and eight in FY93.
- e. Conduct three major press tours each in FY92 and 93.
- f. Conduct two travel missions each in FY92 and 93.
- g. Conduct one film/TV crew FAM tour in FY 92 and 93.
- h. Have major international tour companies offer niche packages (golf, fishing, hiking, etc.) to Montana.
- i. Develop a homestay/educational program which could , attract 1,000 people per summer.

3. TRADE OBJECTIVES (International Trade Office)

- a. Assist in increasing export of custom and value-added wood products by 100% over the two-year period.
- b. Assist in increasing the export of coal by 50% over the two-year period.
- c. Target marketing assistance for manufacturing companies in:
 - 1) Bio-technology
 - 2) High-technology
 - 3) Recreational and outdoor goods
 - 4) Food products
 - 5) Value-added wood products
- d. Provide 160 Montana companies per year with export assistance.
- e. Arrange for 15-20 foreign companies per year to visit Montana.
- f. Continue refining survey and reporting systems to quantify program results.
- g. Attend three targeted trade shows per year in cooperation with Montana companies.
- h. Participate in three to four seminars per year in Montana on international trade.
- i. Coordinate activities with key private sector groups.
- j. Update Montana's Export Handbook (an export trade guide).
- k. Develop a standard client intake questionnaire, and a trade assistance screening and referral system, with the international business network.
- l. Publish a brief ITG services and policies guide for clients.

4. INVESTMENT OBJECTIVES (Trade Office -- Commerce)

- a. Identify and target 10 companies per year for investment opportunities in Montana, with the goal of getting one to two per year to invest.
- b. Develop a basic investment guide for overseas companies, in appropriate languages.
- c. Attend two to four investment seminars per year to present Montana investment climate to prospective overseas investors.
- d. Identify, and actively pursue, one to two joint venture opportunities per year.

5. INTERNATIONAL AFFAIRS OBJECTIVES (IAC - Governor's Office)
- a. Revitalize the governor's student exchange program.
 - b. Find permanent funding for *Montana Global*, the international business newsletter.
 - c. Develop a Montana language bank to identify and catalog the quantity and quality of translators in the state.
 - d. Coordinate and plan an international conference on the environment to be held at Yellow Bay in 1992.
 - e. Develop, along with universities, an international training center for environmental remediation, providing training within Montana for students and workers. To commence in 1992.
 - f. Plan for 50th anniversary of the Lend Lease Program with USSR, working with Alberta, Yukon, Alaska, in 1992.
 - g. Maintain a complete database and log of international visitors to government.
 - h. Coordinate two overseas governor's missions per year.
 - i. Negotiate a Montana-Alberta cooperative economic development agreement (on the Washington State-British Columbia model).
 - j. Maintain sound relations with foreign governments, answering all inquiries in a timely and professional manner.

III. ISSUES

The items gathered in this section have been suggested by network participants as important concerns for Montana's international trade program. However, implementation of these suggestions, were they to be adopted as policy, would require either resources or agreements not currently in place, or further research.

Items contained in the "ISSUES" section are drawn from interviews with consultants and members of the international business network. These items are included for the purpose of clarification and discussion of issues surrounding international trade policy and strategy. With the exception of the italicized sections labelled "staff response," items in this section do NOT represent policy, proposed policy or staff recommendations of the International Trade Group or the State of Montana.

A. CO-LOCATION OF OFFICES

It will benefit the international business community if all members of the International Trade Group are located in the same building to facilitate communication and save time.

STAFF RESPONSE: With the availability of fax and telephone, physical location in the different departments involved in the ITG has little effect on speed of communications. Any disadvantage that may exist is more than offset by the benefit to the program from direct interaction of ITG staff with other staff and programs in all the major agencies that bear on trade--in Commerce, Agriculture and the Governor's Office. Splitting of trade functions among agencies could be a problem if there were uncooperative relations between the departments involved, but that is not the case.

B. REVIVE NETWORK COMMUNICATION (Need for Additional Support Staff)

1. Certain offices and functions at the state level should be permanently funded to provide true, long-term, strategic planning capability for the State of Montana.

2. Network communication would benefit if the position of ITG Administrative Assistant were to be approved and funded. This position is absolutely necessary to track and coordinate the flow of activities and communication within the ITG. Current ITG work loads and staffing levels do not allow continuous, efficient communication with other members of the international business network. Communication within the ITG is vertical. The flow of information is often severely curtailed, particularly because the international trade officers travel to work with clients for extended periods of time. As a result, the ITG often becomes a communication bottleneck and neither the network nor its clients are supported adequately.

Communication is one of the basic driving forces behind any successful organization. The required transition to a proactive international business

position requires efficient communication. Therefore, additional administrative support within the ITG is essential.

A Canadian trade office is being established. Current marketing strategy calls for expansion within Asia and Europe. Geographical expansion, without a corresponding expansion in ITG support staff, is nonsensical.

STAFF RESPONSE: The ITG recognizes the communications problems identified. Given the budget constraints faced by the State, we will seek to solve these problems through reallocation of existing staff within the Department of Commerce, and through sponsored internship positions, rather than by requesting additional staff and budget. Again, given budget constraints, formal planning will be done by contract arrangements, and through partnerships with University System programs and other international business network participants.

C. INSTITUTIONALIZATION OF OFFICES AND FUNCTIONS

The position of International Affairs Coordinator (IAC) has only recently been created with temporary funding. The IAC office is of particular value. Providing centralized control of protocol activities, it greatly reduces the protocol task load performed by the International Trade Office, thereby freeing that office to perform its specialized functions. A permanent IAC office will be viewed by foreign clients as a sign of stability across changes in state government.

STAFF RESPONSE: Permanent funding for the IAC is included in the Governor's budget proposal to the 1991 Legislature.

D. ORIENTATION TOURS FOR FOREIGN TRADE REPRESENTATIVES/BUYERS

1. Currently, Montana's foreign trade representatives come to Montana yearly. They should return more frequently for in-depth briefings in Montana's recreational, product and production capabilities.

2. In addition, the ITG should expand planning for and sponsorship of visits to Montana by qualified foreign buying groups, for the purpose of better matching specialty "niche market" buyers with Montana's recreation and production capabilities.

STAFF RESPONSE: (a) While frequent visits by Montana's representatives abroad may be desirable in some respects, we have to bear in mind that these are single-person offices which cease to function when the trade representatives are absent. Two or three visits per year will not provide detailed, current familiarity with all Montana's business people, production capabilities and resources. That familiarity is, and must be, the responsibility of the trade personnel operating out of the Helena office, together with local development organizations and the IBN in general. We believe the current practice of annual visits provides the best balance of costs and benefits, with continued effort to improve the timing and itineraries for such visits.

(b) Sponsorship (i.e., paying the costs) of foreign buying missions is beyond the budgetary means of the ITG; but ITG and the International Affairs Coordinator are and have been involved in organizing, setting appointments, and hosting for buyer trips. Some processed food buyer missions have been sponsored by the Western United States Agricultural Trade Association (WUSATA); perhaps these could be expanded to other agricultural-related products such as Christmas trees.

E. MONTANA FIRMS AS DISTRIBUTORS

The possibility of more Montana firms entering international importing, sourcing and distribution networks should be explored. These activities will be a primary focus of the Canadian Trade Office. Some Montana businesses are successful importers and distributors--their activities could be expanded. Other interested, qualified firms could contact the International Trade Office for subsequent referral to foreign trade representatives and exporters in Japan, Taiwan and Canada. Seller/distributor introductions could be made during visits to Montana by the trade representatives and foreign buyers/sellers.

STAFF RESPONSE: Improving sourcing and import capabilities is included in the ITG's mission statement. The ITG has always responded and will continue to respond, on request, with assistance for these activities.

F. ADDRESS AIRLINE GATEWAY CITY PROBLEM

Both the manufacturing and travel industries of Montana are restricted by the relative geographic remoteness of the state. Airline designated "gateway" city locations do not allow easy access to some major tourist areas. Small aircraft "express" service is not suitable for volume travel or some foreign tastes. The Montana Promotion Division and Montana's international business network should campaign aggressively for the opening of "gateway" cities that will allow higher volume, group travel. Support of top state and local government officials would add weight to the campaign effort.

STAFF RESPONSE: Development of gateway cities is a matter of demand and profitability. While the State can work to facilitate the increase of flights, such an increase will only happen if and when the airlines find that adding those seats to Montana cities would be more profitable than using the equipment in other routes.

G. MARKETING AGRICULTURE EXPERTISE

Why should a Dutch firm provide the technical expertise to grow potatoes for McDonald's Russian operation? The rejuvenation of Eastern European agriculture will exceed the assistance capabilities of Western Europe. Agricultural expertise is one of Montana's particular competencies. The agricultural sector of the state could consider the feasibility of consulting in the Eastern European agricultural arena.

H. TECHNOLOGICAL TRANSFER IN THE FOREST INDUSTRY

Certain European countries have especially refined forest usage and wood products expertise. Montana's wood products industry could consider limited, joint venture operations with compatible European woods products firms. The transfer of expertise and technology to the state could only benefit its forest products industry in the long-term.

I. CLIENT EDUCATION AND TRAINING

Montana firms having the potential to be clients of the ITG may need training in product design, manufacturing, packaging, labeling, marketing, the mechanics of exporting and the differences in the governmental regulations, customs, tastes and preferences of their intended foreign consumers. Cultural heritages, ethnic mixes and preferences, language mixes, religious mixes, customs, climate, income levels, business ethics and procedures should be considered. All of these elements are incorporated in effective product, packaging, advertising and marketing strategies.

Before qualified clients deal directly with foreign buyers, they should have an operational understanding of the culture and business practices of their counterparts. The importance of cultural sensitivity and building long-term personal relationships is to be stressed. It is especially important that differences in governmental authority and auspices be understood. It is also important that differences in the use of and approach to legal processes be clear. Most countries do NOT consider litigation as the first method of settling a dispute.

It has been made clear through speaking with the owners of successful firms that they, too, need advanced training in virtually every area of business management skills.

Sources of appropriate education and training should be identified within each community. Local Development Corporation officers, the University system, including Vocational-Technical Schools, the International Business Program at Montana State University and Montana businesses with foreign trade experience would be appropriate sources of training.

An education and training referral system should be put in place. Several items are at particular issue, and need to be resolved with the business network: extent of training, the referral mechanism, maintenance of the system, curriculum development and delivery.

STAFF RESPONSE: Education and training in this field are indeed a key issue, and clearly beyond the capacity of the ITG's limited staff to provide. Design and implementation of a training delivery system is a major cooperative project for the entire international business network, and one in which we are eager to participate.

J. UPDATING THE TECHNICAL SKILLS WITHIN THE NETWORK

LDO officers and other members of the international business network may wish to inventory their respective business skills. An individual "strengths and weaknesses" assessment can be used to identify skill areas in which one needs training or updating. Over time, self-assessment and training serve two purposes. IBN members can provide better client service and the overall effectiveness of the international business network will be enhanced.

STAFF RESPONSE: Such an inventory could be a precursor to an effective client referral system among the IBN.

K. RESOURCE/PRODUCT/PRODUCER/TOURISM DATABASE

Current databases of Montana's resources, products, manufacturing capabilities and tourism opportunities should be consolidated as soon as possible. The question to be settled among participants in the network is which organization would be the logical one to consolidate and maintain such a database. That organization, once decided upon, could request from all sources any currently published surveys and directories that could be incorporated into a principal working database, egs., *Montana Consumer Products Directory* as well as the *Manufacturers' Directory*, published by the state Department of Commerce, the *1990 Directory of Montana's Forest Products Industry*, published by the Montana Department of State Lands - Division of Forestry and the *Mining Directory*, published by the Montana School of Mines. Such a consolidated source of information would serve as an important counterpart to the specific export data from the Montana State University International Business Program study.

L. DEVELOP PROJECT PRE-FEASIBILITY STUDIES

Prospective foreign clients often expect to be presented with a menu of viable, industry-specific investment projects rather than having to formulate them. State and local economic development offices, the University system and utilities providers could catalog currently targeted, viable projects that would contribute to developing the state's economy. Those same organizations could continue to search for and develop new projects. Abstracts of feasibility studies could be presented to prospective investors upon request. Having such studies available creates a positive image and saves valuable, competitive time.

STAFF RESPONSE: A catalog of investment opportunities and an inventory of pre-feasibility studies or abstracts could indeed be useful, but we should bear in mind that considerable resources are required not only to produce, but to maintain such catalogs and studies. Both the available opportunities and the pertinent facts change continuously; out-of-date lists and studies can be worse than no lists and studies at all. We would also caution that studies should be brief, introductory and general in nature: serious investors will always proceed on the basis of their own detailed research and analysis.

This project is very likely beyond the scope that can be currently attempted by any single member of the IBN. It may be possible as a cooperative project, but could be a difficult and costly one.

Many of the caveats expressed here apply equally to the project of developing and maintaining a "universal database" [item 11, above].

ATTACHMENT 1: INTERNATIONAL TRADE RESOURCES

FEDERAL GOVERNMENT:

Department of Commerce
14th and Constitution Avenue NW
Washington, DC 20230
(202) 377-2000

International Trade Administration	(202) 377-3808
U.S. and Foreign Commercial Service	(202) 377-5777
Trade Development	(202) 377-1461
ITA Publications	(202) 377-5494

Foreign Agriculture Service
Department of Agriculture
14th and Independence Avenue SW
Washington, DC 20250
(202) 447-7115

Export-Import Bank
811 Vermont Avenue NW
Washington, DC 20571
(202) 289-2703
(800) 424-5201

Customs Service
1301 Constitution Service NW
Washington, DC 20229
(202) 566-8195

IN-STATE AND REGION:

Montana Department of Commerce
International Trade Program
1424 9th Avenue
Helena, MT 59620
(406) 444-3923

Montana Department of Agriculture
Marketing Bureau
Capitol Station
Helena, MT 59620
(406) 444-2402

Office of Governor
International Affairs Coordinator
Capitol Station
Helena, MT 59620
(406) 444-5313

Montana State University
International Business Program
Bozeman, MT 59717
(407) 99999994-6188

U.S. Small Business Administration
Federal Building
Helena, MT 59626
(406) 449-5381

U.S. Small Business Administration
State International Trade Center
700 West State Street
Boise, ID 83720
(208) 334-3857

U.S. Customs
300 2nd Avenue South
Great Falls, MT 59405
(406) 453-7631

PRIVATE:

Port of Montana
Box 3641
Butte, MT 59702
(406) 723-4321

NETA (Northern Express Transportation Authority)
Box G
Shelby, MT 59474
(406) 434-5315

JETRO (Japan External Trade Organization)
360 Post Street, Suite 501
San Francisco, CA 94108
(415) 392-1333

CETRA (China External Trade Association) (Taiwan)
Far East Trade Services, Inc.
Suite 603, 555 Montgomery Street
San Francisco, CA 94111
(415) 788-4304

KOTRA (Korean Trade Promotion Corporation)
Korean Trade Center
Broadway Plaza/700 South Flower Street, Suite 3220
Los Angeles, CA 90017
(213) 627-9426

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